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ABSTRACT

The leadership profile for Gaston County, North Carolina, was developed in this report to assist Extension professionals to more effectively organize and utilize these key individuals in the implementation of Extension programs, to become more aware of whom to contact on specific issues, and to develop specific educational programs. Data were collected through questionnaires sent to leaders and decision-makers interviewed during the first phase of this study. The data were analyzed for age, length of residence in the county, educational attainment occupation, social participation, communications, leisure time use, community orientation, military service, flexibility, and political orientation. A profile of the "typical" Gaston County leader was presented. It was noted that since this leader was probably in a managerial role, leadership is not as tied to family status as it would be in an agrarian society. A major conclusion was that in the future, the Extension staff will probably become more involved in the organization, development, and maintenance of various problem centered groups and less involved in direct service. (PS)

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OVERVIEW

LEADERSHIP PROFILE

For

GASTON COUNTY

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June, 1973

CRD Occesional Report # 73-1

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CONTENT

	Page
INTRODUCTION	1
BACKGROUND AND PURPOSE	3
ANALYSIS AND INTERPRETATION	4
Age	5
Length of Residence in the County	6
Educational Attainment	7
Occupation of Leaders	9
Social Participation	10
Communications	11
Leisure Time Use	13
Community Orientation	15
Military Service Experience	16
Flexibility - Figidity	17
Political Orientation	18
SUMMARY AND IMPLICATIONS	20
Implications for Programing	21

INTRODUCTION

A profile of the leadership for a North Carolina County is developed in this report. The understanding of the leadership of a county, assisted by this profile, can assist the Extension professional:

1. To more effectively organize and utilize these key individuals in the implementation of Extension programs.
2. To become more keenly aware of whom to contact on specific issues and concerns.
3. To know more concretely how to gear specific educational programs.

Following this Introduction the remainder of the report contains three major sections. The first deals with the Background and Purpose for this report and will detail the limits and potential for uses of the information contained herein. The second section is the Analysis and Interpretation of data summarized from the Mail Back Questionnaires. The final section deals with the Summary and Implications drawn from this data. An attempt will also be made to relate this information to the North Carolina Extension Programming process.

The OVERVIEW Process, A Review

OVERVIEW is many things, but more than anything it is a technique to involve new audiences in the planning and implementation (Programming) of various efforts that may enhance the development of the community or county. The end product of these efforts can be a dynamic community-county that has an enhanced ability to meet the challenge of the issues that limit its development potential.

The OVERVIEW process is conceptualized as including several phases, or steps. Once a Staff has accepted the Process as something they want to

carry out in their County, they will normally carry it through to at least the end of Phase I. This includes the completion of the "leader-Problem" survey in the county, the printing of a county "problem Summary" report, and a report of these "Problems" to the residents of the County.

Phase II flows from Phase I in that it would include specific commitments to education and action on the part of the County Staff related to one or more of the Problems that have been identified through the survey.

Phase III may be defined as more of a responsibility of the Community Development Extension Staff. Included in this Phase would be the analysis and interpretation of relevant information gathered from the interview respondents in each county through the "Mail Back" questionnaire. In addition, this information will be compiled in report form to be utilized by County Extension Staff personnel and other individuals as they design specific educational inputs for the county. Community Development Extension Staff members will utilize this information as they work with Extension Staff members on program development and implementation.

The final Phase, Phase IV may be said to be a continuous effort. Included here would be the continuous evaluation and restructuring of existing Extension programs and the development of new program components in light of the information gathered through the Problem Survey and other sources uncovered by the OVERVIEW process.

This report partially fulfills the requirements for Phase III of the Process. The utilization of this information about the leadership and decision making structure of the county, coupled with the Problem summary, will assist a County Extension Staff in moving positively into Phase IV of the Process.

BACKGROUND AND PURPOSE

This report is the preliminary summary of data from the "Mail Back" questionnaires received from the leaders and decision makers who were interviewed during the OVERVIEW Process, Phase I, in a North Carolina County.

In the early discussions of this activity, it was deemed desirable to assemble a maximum amount of data about each county and its leaders and decision makers within the limits of the time and staff available. To make it possible for the maximum number of interviews to be conducted in each county during the allotted time, it was decided that certain types of information could be gathered by the "Mail Back" questionnaire method.

While the response has been excellent to the "Mail Back" questionnaire (in all cases more than 75% of those interviewed), it must be remembered that those individuals interviewed do not represent in total the leadership and decision making structure of the county. Had time and staff resources permitted, we perhaps could have reached a much higher proportion of this group. However, there is safety in stating that in general, these results represent the general type of leaders who are found within that group within the particular North Carolina county.

This preliminary analysis summarizes the data by categories only. Attempts will be made to interpret the data in light of the Programming process where it is appropriate, and possible. Later, a more detailed analysis will permit a more thorough investigation of the data. In addition to more detailed analysis of data from each county, further analysis will be possible as data from additional North Carolina counties is assembled. This further analysis will allow for comparing various leadership characteristics between counties, Extension Districts, and regions of the state.

ANALYSIS AND INTERPRETATION

While the leaders and decision makers of a county may possess unique characteristics, they are also a part of the total adult population of that county. Consequently, in the analysis of this data we will attempt to point out where this group may be different from the total adult population and will attempt to interpret the data in that light.

Gaston County

To better understand the data presented in this report it may be helpful to have an understanding of Gaston County. Gaston County is located just west of Mecklenburg County (Charlotte) on the South Carolina boarder. For over 100 years the textile industry has been prominent in the economy of the county. Agriculture never became as important in the total economy of the county as in some of the other areas of the state since most land holdings were rather small. There has been a long history of a large portion of the total county labor force being employed in the textile industry, many of them who resided on small farms in the vicinity of the mills.

Following World War II there were many changes in the textile industry in the state. Perhaps the most dramatic has been the consolidation of many formerly independent operations into larger corporate entities. This latter move brought a new wave of technical and management personnel to the county. In the past, most of the management positions in the mills had been filled by decendents of families who had been Gaston County residents since before the Civil War.

The early 1950's also saw a major expansion in companion industries, particularly transportation and textile machinery manufacturing. Today Gaston County is unique in that it is still very rural in character, but has a very high proportion of its labor force employed in manufacturing and the related service industries.

Gaston County has recently been designated as part of the Charlotte Standard Metropolitan Statistical Area (SMSA). This is further evidence that while it may be rural in character on many criteria, the county is closely tied to the urban-industrial complex with its larger neighbor.

The Data

Age

It has been part of folklore that with age comes wisdom, and with wisdom come the right and the ability to lead. While several cultures around the world still adhere to this tradition, those cultures that have become industrialized do not necessarily follow this tradition. In certain instances, age, wisdom and the associated leadership roles do not allow for the change and flexibility that is required for an industrial society to survive. Consequently, there are characteristics other than age that are criteria for the granting of leadership or a decision making role to specific individuals by others in an industrial society.

In our Western, industrialized society, youth seems to be more revered than age. However, in general we find that the bulk of the people filling leadership and decision making roles in this society are beyond the median age for the adult population of the society. On the average, this is even more true in rural areas of our country than in the urban areas. Consequently, it may be useful to compare the ages of those in leadership and decision making roles with the age distribution of adults (those 20 and over) in the same county.

TABLE I

% Distribution of Adult Population Age Groups and Leadership Group
Gaston County

Age Groups	% of Adult Population	% of Leadership Group
20 - 29	24	2
30 - 39	20	14
40 - 49	20	42
50 - 59	17	28
60 and over	19	11
Unknown	--	3
	100%	100%

In reviewing the data presented in the table above, you will note that those in the age groups 40 - 59 are over represented within the leadership group. Those under age 39 and over age 60 would be under represented in the leadership group. However, it must also be noted that the median age for the leadership group will fall in the age group 40 - 49.

Sociological research has shown that age of the leadership structure of a community is associated with several factors. As we review some of these factors later in the report, the significance of the median age for this group of leaders and decision makers will become more apparent.

Length of Residence in the County

The answer to the question "is leadership associated with personal and family status position in the county, or, is it associated with a position in an organization?" can tell us much about the type of county under consideration. In traditional societies, or in the more rural areas of the United States, research has found that leadership is more highly associated with family status position. In contrast, research has also shown that where a society is highly industrialized or urbanized, we would find that leadership is more highly associated with position - such as

president of a company, manager of a business, or an elective public office - regardless of who as an individual fills the position.

Table II

Length of Residence in Gaston County

Years	%
Less than 10	16
10 - 20	21
20 - 30	7
30 - 40	21
40 or more	35

The data above indicate that over half (56%) of those leaders responding to the questionnaire had lived in the county 30 or more years. We also note that 37% have resided in Gaston County for less than 20 years.

While present analysis does not allow us to make a direct comparison between age of the leader and length of residence, there is a high probability that they are highly associated. Previous Sociological research has shown that leaders who are leaders in part because of the position they hold in the organizational structure are likely to be younger than are leaders who are leaders partially due to personal or family status positions. It would also be very likely that some of the younger leaders would have been migrants to the county, thus their length of residence would be less than that for the more traditional leadership structure.

Educational Attainment

While the educational attainment of the U.S. population in general has been increasing, we would expect that those who are in leadership and decision making positions to have received more formal education than the population in general. Following from our hypothesis where leadership is more associated with personal or family status position in the more rural, less industrialized areas we would expect that the educational attainment would not be as high as in those areas where leadership is associated with

position in an organization - a position that normally would require training through formal education that would be more than for the population in general.

In 1970, the mean educational attainment for adults 25 and older in the United States was 12.1 years. For North Carolina at the same time it was 10.6. For the past several decades the mean educational attainment of North Carolina residents has approximated that of the United States population 10 years earlier in time. This is in part a reflection of the rurality of this state, a state where industrial expansion did not begin to accelerate until after 1950 and we still have a significantly large portion of our population living in non-metropolitan areas.

For Gaston County, the mean educational attainment of adults in 1970 was approximately 9.6 years, or fully one year behind the North Carolina level. However, when reviewing the educational attainment of those leaders and decision makers who responded to this questionnaire we find the following:

TABLE III

Educational Attainment of Gaston County Leaders

Level	%
NO FORMAL EDUCATION	0
SOME GRADE SCHOOL	0
COMPLETED GRADE SCHOOL	0
SOME HIGH SCHOOL	1
COMPLETED HIGH SCHOOL	6
TRADE OR VOCATIONAL SCHOOL	3
SOME COLLEGE	21
COMPLETED COLLEGE	23
SOME GRADUATE WORK	14
A GRADUATE DEGREE	32

While the educational attainment for Gaston County residents who were 25 and over in 1970 was only 9.6 years, the leaders and decision makers responding to this survey reflected a very different picture. Nearly 1/3rd had completed a graduate degree while only 7% had not received training

beyond high school. We would expect that those leaders who are associated with the industrial and service sector of the county would have received extensive formal educational training to make themselves elegible for these very demanding positions. The high levels of training and skill required for many of these roles is directly reflected in the high proportion of the population (69%) who had completed college or had received graduate training.

Occupation of Leaders

As pointed out earlier in this report, the research technique and time constraints did not allow for an exhaustive identification of the leadership structure of the county. However, it is assumed that those leaders and decision makers who were interviewed were in general representative of that total leadership structure. Consequently, as we review the indicated occupation of these respondents, we must assume that this distribution is generally representative for the total leadership structure of the county.

The leaders and decision makers of Gaston County are found in various occupational categories as follows:

TABLE IV

Occupation	% of respondents
EDUCATION	10
BUSINESS AND INDUSTRY	36
GOVERNMENT & POLITICS	14
HEALTH & WELFARE	4
RELIGIOUS AND MORAL DEVELOPMENT	8
YOUTH PROGRAMS	4
HOMEMAKER	6
FARM OPERATOR	7
OTHERS	11

This occupational distribution again reflects the nature of Gaston County. Research has shown that where a county is rural and agricultural, and is limited in its industrial development, we would find a rather

sizable portion of the leadership in the categories of Government & Politics as well as Religious and Moral Development. The "Politicians and Preachers" are the highly visible leadership in many rural counties. However, in Gaston County this group comprised only 22% of total, while Farm Operators were represented by 7%. This is in contrast to the 36% of the leadership who are found in Business and Industry. Other public service positions (Education - 10%, Health and Welfare - 4%) are about what would be anticipated for most counties, however if the county is very rural, these proportions would be somewhat higher.

The distribution of leadership in the various occupational groups in Gaston County is very similar to that found in large urban settings in previous research. Perhaps this one factor has more significance for Extension programs than does any other finding in this current study.

Social Participation

In most cases, in addition to the primary occupation of the leader or decision maker, we would expect that they are involved in leadership responsibilities with other organizations, in the county as well as outside of the county. On the questionnaire we asked:

> During the past three (3) years, in what business, professional, social, fraternal, religious or voluntary organizations have you held, or currently hold leadership positions, i.e. an officer or member of a board of directors.

Of the 71 leaders and decision makers responding to this questionnaire, they indicated that they were involved in 207 leadership positions in the various organizations of Gaston County and 104 leadership positions in organizations outside Gaston County. Organizational leadership involvement is as follows:

TABLE V

Organizational Leadership

In Gaston County

Organization	Number
GOVERNMENT	6
BUSINESS	20
PROFESSIONAL	4
SOCIAL OR FRATERNAL	8
VOLUNTARY	162
SERVICE CLUBS	4

Outside Gaston County

GOVERNMENT	1
BUSINESS	6
PROFESSIONAL	13
SOCIAL OR FRATERNAL	0
VOLUNTARY	80
SERVICE CLUBS	4

The heavy commitment of leadership energies to Voluntary Associations both within Gaston County and outside as contrasted with the low involvement in Social and Fraternal and Service Clubs in both locations is further evidence of the character of the county.

Communications

As indicated earlier in this report, it can be assumed that the leaders and decision makers are very similar to the total population on several characteristics. One of these would be their behavior as related to various communications media. While the leaders and decision makers may make more use of the various media, in general their actions would reflect the tendency of the total population.

While many Gaston County leaders and decision makers were somewhat critical of the editorial policy of the Gastonia Gazette in their interviews, 87% still do in fact read that newspaper. The Charlotte Observer runs a close second with 80% of the respondents reading that paper. Readership of other local dailies is 13%, other regional dailies is 6% and

other national dailies such as New York Times, Washington Post or Womens Wear Daily is 4%.

They are also regular readers of weekly or bi-weekly national newspapers or magazines. Forty-One per cent read Time on a regular basis, 28% read Newsweek and 17% read U.S. News and World Report. The National Observer was read regularly by 4% of the respondents and 89% of all respondents read other weekly or bi-weekly national news or trade publications.

One hundred three additional publications which appear monthly, or less often were mentioned. This group ranges from Playboy and Oui to Barrons, from Car and Driver to Theology Today, from Vintage to Hoards Dairyman and from Readers Digest to Daedalus. Perhaps there are a few periodicals on the local news stands that don't catch the eye of this group, but not many.

Nearly all (97%) watch a TV network news program at least three times each week. However, there is indication that they must be confirmed channel hoppers since 84% indicate that they watch CBS, 56% NBC, and 35% ABC.

Reading and viewing habits indicated above would lead one to believe that this leader and decision maker group is rather cosmololitan in their orientation. They are concerned with the events beyond the boundaries of Gaston County. An assessment of the periodicals mentioned in that group of 103 that were read monthly, or less, would indicate that the orientation of this group is solidly middle, or upper middle class. This group of periodicals are primarily special interest, slick paper publications that would not normally find their way into the average household. Granted there were mentions of several mass circulation periodicals, but these were in the minority.

Leisure Time Use

With the apparent increase in the amount of discretionary, non-work time (leisure time) available to a larger segment of our society than at any time in history, the way in which leaders and decision makers utilize this time can be of interest to us. Since we have hypothesized elsewhere that this group in large measure reflects the population in general, and in this special case perhaps more accurately the desires of the population in general, this information may be of assistance in allocating Extension resources to deal with this phenomenon. While there is an apparent increase in leisure time, we as a society still value work highly and consequently the bulk of our population is ill equipped to capitalize on the potential of this valuable resource. Since much of our population learned how to work as a matter of survival, perhaps we now will need to shift some of our emphasis on helping people learn to play so that our society can effectively survive this dramatic shift in time resources.

We asked the respondents what they prefer to do with their discretionary (leisure) time. While they may not actually live up to these preferences, nevertheless, their desire is the important factor here.

TABLE VI

Leisure Time Use of Gaston County Leaders

Activity	How many times per year did you participate in these activities - % of total respondents by category.			
	NONE	1-5	6-14	15 OR MORE
Golf	61	10	4	25
Tennis	73	13	4	10
Hunt	70	23	3	4
Fish	49	30	11	10
Garden	44	20	10	26
Bowl	89	8	3	--
Camping	77	14	7	2
Hiking	65	17	11	7
Boating	49	25	14	12
Visit State Parks or Scenic places	11	68	13	8
Swimming in pools	41	28	15	16
Swimming in ocean, river or lake	28	52	10	10
Visit friends and relatives in the county	10	18	21	51
Visit friends and relatives outside the county	10	25	42	23
Read	3	4	2	91
Attend Movies	15	56	22	7
Attend plays, concerts, lectures, etc.	14	55	25	6
Dine out	3	4	18	75
Participate in voluntary organizations (Scouts, Cancer Society, etc.)	13	21	24	42
Participate in cultural organization (little theater, vocal or instrumental group, etc.)	63	28	3	6
Participate in "Service Club" activities	28	25	10	37
Participate in "Political" organizations	38	37	10	15

If you wanted to locate one of these leaders or decision makers during their discretionary (leisure) time, perhaps the last place that you would look would be at the bowling alley - they probably would be at home reading.

Some leisure time activities tend to be limited by the availability of facilities and/or are more generally pursued by one social class than another. A case in point here might be bowling. The lack of participation

in this activity may be attributed to a scarcity of facilities in the county, or it may be defined as being a "working class" activity. Since only 11% of this group bowled at all, and none more than 15 times per year it can be assumed that none of them participated in league bowling. Eating away from home and visiting friends and relatives outside the county closely follow reading as a preferred leisure time activity.

Several leisure time activities that one would generally impute to this group were quite low on the list. These would include golf, tennis and cultural activities. Again, these may well be limited by the lack of availability of facilities. Also, swimming in natural bodies of water as opposed to pools might represent a lag in development, or a real preference for natural bodies of water over pools.

Except where there may be specific activities that are generally associated with some specific social class, the way these leaders and decision makers would like to use their time would in general reflect the way in which the general public would like to do so. Consequently, where facilities - commercial or public - are limiting the participation of this group, they will be limiting the general public as well.

Community Orientation

A Community Orientation score was computed from Questions 1 - 5 of part XIV of the Questionnaire. Possible scores ranged from 5 - 30. The expected median score for a normal population would be roughly 17. As we view the data from these respondents, we find that in fact they do approximate a normal population in their distribution of scores.

TABLE VII

Distribution of Scores on Community Orientation Scale
n equals 70 (1 no response)

Score	Number	Score	Number
5	2	18	4
6	0	19	3
7	1	20	7
8	1	21	3
9	2	22	1
10	0	23	5
11	2	24	0
12	4	25	3
13	6	26	4
14	4	27	1
15	3	28	1
16	9	29	0
17	3	30	1

At first glance it might be surprising to find that this group of leaders and decision makers so closely represents a normal population on this point. One might expect that with their concentration in occupational groups that have regular contact with the world beyond Gaston County, the high educational attainment of this group, and their wide and varied reading habits that they would tend to be more cosmopolitan in their orientation. However, we must remember as well, that a large portion of this group are migrants to the county, and perhaps they chose to live in Gaston County not only because of its employment opportunities, but because of the many other factors associated with its rural character. Consequently, we would expect that their orientation towards community would be roughly similar to that of a normal population.

Military Service Experience

Active military service, like advanced education is an influence on the individual that may tend to broaden their horizons. Of this group of respondents, 52% had seen active military duty. Of that group, 85% had served for two or more years.

The military experience that affords the opportunity for travel away from the home community, creates the opportunity for interaction with large numbers of people from various backgrounds, and generally exposes the individual to a wide range of new information that can be a positive factor in the growth and development of the individual. This complex of experiences may be put to productive use as the individual has the opportunity to assume leadership responsibility beyond the military experience.

Flexibility - Rigidity

Questions 6 - 15 of part XIV of the Questionnaire comprised a "Flexibility-Rigidity" scale. This scale, termed a "Dogmatism" scale is a general measure of an individuals flexibility-rigidity, open mindedness-closed mindedness, authoritarianism - non authoritarianism. Possible scores ranged from 5 to 60. The median score would be approximately 28. However, when we view this data we find that only three individuals scored below this point.

TABLE VIII

Distribution of Scores on Flexibility - Rigidity Scale
n equals 70 (1 no response)

Score	Number	Score	Number
5	1	42	1
10-24	0	43	5
25	1	44	2
26	0	45	3
27	1	46	2
28	1	47	1
29	0	48	2
30	2	49	1
31	2	50	2
32	2	51	3
33	3	52	0
34	0	53	3
35	3	54	1
36	3	55	1
37	2	56	2
38	6	57	1
39	1	58	0
40	5	59	1
41	5	60	1

In a normal population it would be assumed that approximately as many respondents would score below the median (28) as would score above. However, with 96% scoring above this point, these respondents can not be viewed as a normal population.

The scale is designed so that those who score above the median can be assumed to be more flexible - open minded - non authoritarian than those who score below the median. The median for this population was 53, a full 15 points above the expected median for a normal population.

The propensity of this group of respondents towards flexibility, as opposed to rigidity is another reflection of their exposure to the larger world through active involvement in various organizations that have their locus beyond the county, their wide and diversified reading habits, their military experience, their high educational attainment, and their concentration in occupational groups that have regular contact with the world beyond Gaston County.

Political Orientation

We asked that respondents describe their normal stand on political issues. The five possible responses and the % responding to each category are as follows:

TABLE IX

Political Orientation of Gaston County Leaders

CATEGORY	%
REACTIONARY	0
CONSERVATIVE	46
MIDDLE OF THE ROAD	37
LIBERAL	17
RADICAL	0

While these measures of Political Orientation are relative - relative to the local norm - they do point up a range of orientations. It must be remembered that an individual who defines himself as Conservative in Gaston

County might find that they would be labled a Reactionary in one part of the country, and perhaps a Liberal in still another part.

The important point to gain from this data is that there is a spread of Political Orientation, with the direction being towards Conservative. If you will recall that over 1/3rd of the respondents' occupations were in business and industry, this orientation would be somewhat expected. The one surprising fact is that 37% defined thrmselves as being "Middle of the Road" which might be interpreted as either moderate - or somewhat "issue oriented" where a specific stand would depend on the issue at stake.

SUMMARY AND IMPLICATIONS

While it may be somewhat presumptious to try and describe the "typical" Gaston County leader or decision maker, there may be some utility in attempting this task. Perhaps a word picture of this "typical" Gaston County leader would be something like this:

"There is a high probability that the typical Gaston County leader or decision maker would be male. He would be relatively young, in his early to mid 40's. He would be a college graduate and probably would have received some graduate training in addition. He would probably be in a managerial level position, whether he were found in business and industry, education, or government. He would be very active in community affairs, perhaps holding three or more leadership positions within the community and one or two leadership positions in organizations that are based outside of the county. There is at least a 50 - 50 possibility that he is not a Gaston County native, however, if he is not, he probably has lived there a good portion of his adult life. He would be very similar to the population of the total country in his orientation to community - this would mean that there is just as much of a chance that he would feel that Gaston County was the "only" place in the world worth living as opposed to the view that Gaston County is just a good place, but there are other good places as well. He would be widely read. He would probably read at least two daily newspapers, one national news weekly and several additional news, trade, general information and cultural periodicals each month. He would watch network television news with regularity, but would not consistently view the same network programming. There is a 50 - 50 chance that he would have served on active duty in the military and if he had, he probably served for two or more years. While he would tend to be flexible and open-minded,

he would probably tend to be somewhat conservative in his political orientation."

As pointed out earlier in this report, Gaston is a county in transition. The fact that our "typical" leader or decision maker is probably in a managerial role would further indicate that leadership and influence is not as tied to family status as we would expect to find in an agrarian society, but is more tied to position within the organizational framework. Potential for broad ranging public leadership and decision making are tied to these organizational positions, the specific incumbent in the position need only to exercise the options available to become involved in leadership and decision making beyond the specified work related job role.

Implications for Programming

There is a rich reservoir of leadership available in Gaston County that seems to be commited to making Gaston an even better place in which to live and work. This pool of leadership is busy - but they give the indication of willingness to become involved in activities that can be defined as falling within their general area of interest and responsibility. However, as in most cases, for them to effectively utilize their skills and other resources, some of the basic organizational work will need to be carried out by other groups. Most of these individuals are skilled in managing ongoing organizations - they may have had limited experience in building organization structures.

Consequently, if the Extension Service is to capitalize on this reservoir of talent, they will need to be involved in the Extension "Programming" Process. Further, it is imperative that Extension Professionals continue to exercise their skills in problem identification and refinement, provision of educational materials and programs, organizational development, program implementation, and program support until such time as the program can be

logically terminated or become self generating.

Local news media still provide an excellent vehicle for providing information to not only this group of leaders and decision makers, but the public in general. Effort should be made to create a positive image with these various media so that the possibility of cooperation will be enhanced. Special strategies may need to be devised to deal with specific media that may be hostile towards Extension and other groups at the present time.

While it will continue to be the responsibility of Extension to provide much of the backstopping work indicated above, it is imperative that relevant members of this leader and decision maker pool be involved in the Extension "Programming" Process. As they assist in determining content and direction, they may become more willing to assist with program implementation.

The problems identified by many of this group may seem at first glance to be somewhat beyond the scope of traditional Extension programs; however, upon further examination, most all of them would fit into the broader charge for Extension programs. Skill will need to be utilized as you assist traditional clientele in understanding these expanded opportunities. Caution must also be exercised so that as new opportunities are integrated into Extension programs, traditional clientele and audiences are not overlooked. They too have the ability to grow and benefit from a program that is expanded beyond present levels.

In general, the Extension staff may find that they are providing somewhat different inputs in the future as programs expand. There is the high probability that they will become more involved in the organization, development and maintenance of various problem centered groups and less involved in the provision of direct educational service. They will move more to a "Developmental Management" role and away from the "Direct Teacher or Problem Solver" role that is within the Extension tradition. If this movement takes place, individual staff members may need to develop skills to

perceive and garner personal rewards and gratification from sources that are different from those they currently revere, but with the skills possessed by all Extension personnel, the impact of their efforts will affect the lives of larger numbers of Gaston County residents.